

**Commission Board of Directors**

**February 1, 2023**

**10:00 AM – 2:30**

**Hybrid Meeting**

**Meeting Number 2022-2023-04**

**Members Present:**

Drew Tiefenbach - Chair

Brett Vandale

Wayne Worrall

Leonard Manitoken

Darcy Smycniuk

Bryan Leier

Dion Malakoff

Aaron Laughlin

Mike Berkes

Jeff Sweet - Vice Chair

Dana Paidel

Ryan Cunningham

Karen Zunti

Alison Poelen

Elaine Lafleur

Brent Dubray

Bernie Boutin

Mike Pestill

**Regrets:**

Ian Knibbs

**Staff:**

Jeff Ritter (part)

Shaun Augustin (part)

Sherry Morcom – Recorder (part)

Remi Poitras (part)

Mojtaba Mirhosseini (part)

Nancy Porter (part)

Chelsea Coupal (part)

Dave Peters (part – virtual)

Danelle Reiss (part)

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<b>Call to Order</b>	
<b>1. Adoption of the Agenda</b>	<b>Motion #2022-2023-04-01</b> There was consensus to approve the agenda.
<b>2. Minutes of December 1, 2022 and Business Arising</b>  <b>Business Arising</b>	<b>Motion #2022-2023-04-02</b> There was consensus to approve the Minutes of December 1, 2022.
<b>3. Chair Report</b> <ul style="list-style-type: none"> <li>The Chair Report was included in the meeting package.</li> <li>The Chair reported on his meeting activities.</li> <li>The Chair noted that the nominations for the SATCC Board of Directors began in September.</li> </ul>	<b>Motion #2022-2023-04-03</b> There was consensus to accept the Chair Report as presented.
<b>4. CEO Report</b> <ul style="list-style-type: none"> <li>The CEO Report was included in the meeting package.</li> <li>The CEO reported on his meeting activities.</li> <li>The CEO reported that GDI sponsored students will now be communicated to the SATCC through a data sharing agreement.</li> <li>The CEO reported that through the Innovative Indigenous Training Pilot, the SATCC provided \$136,000 in funding. Beginning in September of 2022, 13 students attended a 10-week pre-employment course in Welding at the Ochapowace First Nation's Training Centre in Ochapowace Nation.</li> </ul>	<b>Motion #2022-2023-04-04</b> There was consensus to accept the CEO Report as presented.
<b>Decision Items</b>	
<b>5. 2022-2027 SATCC Strategic Plan – Governance Solutions Report</b> <ul style="list-style-type: none"> <li>The SATCC Board of Directors met in November 2022 to conduct a “check-in” on the Strategic Plan, the Vision/Mandate/Values and Goals.</li> <li>All were confirmed with the following modifications:</li> </ul>	<b>Motion #2022-2023-04-05</b> There was consensus to approve the revised 2022-27 Strategic Plan. These changes will be incorporated into the 2023-24 Business Plan.

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<ol style="list-style-type: none"> <li>1. Add the word “Creating” to the vision statement so it now reads: “Creating the most skilled and representative workforce, industry trained and certified”</li> <li>2. Add the word “administer” to the mandate statement so it now reads: “To develop, promote and administer a relevant, accessible and responsive apprenticeship training and certification system to meet the needs of employers, workers and the public.”</li> <li>3. Add the word “Safety” to the list of Values and add the definition at the end of the Plan.</li> </ol> <ul style="list-style-type: none"> <li>• The Board also made modifications to action items and definitions in the Strategic Plan for 2023-24. These will be reflected in the 2023-24 Business Plan and include: <ol style="list-style-type: none"> <li>1. Under Goal One: Actions, adding “parents” as a target group to increase awareness of skilled trades through the Saskatchewan Youth Apprenticeship Program (SYA) and other communications channels targeting students in middle-years and high school.</li> <li>2. Under Values Definitions, adding “Safety” definition to read: “We are committed to safeguarding the health and safety of our province’s apprentices and employers, as well as the safety of our staff.”</li> </ol> </li> </ul>	
<p><b>6. 2022-23 Administration Fee Review</b></p> <ul style="list-style-type: none"> <li>• The Audit and Finance Committee discussed the fee increases and they do support this decision item.</li> <li>• The changes are recommended in three separate blocks over the three years as follows: <ul style="list-style-type: none"> <li>▪ Registration &amp; Assessment (2023-24) <ul style="list-style-type: none"> <li>○ The Entrance Requirements Training (IXL) fee increase from \$25 to \$50; and</li> <li>○ The TQ Hairstylist/Esthetician Applications be increased from \$200 to \$250;</li> </ul> </li> <li>▪ Certificates &amp; Miscellaneous (2024-25) o Blue Seal Certificates increase from \$75 to \$100;</li> </ul> </li> </ul>	<p><b>Motion #2022-2023-04-06</b></p> <p>There was consensus to approve the tuition rate increase from \$110 per week in 2022-23 to \$115 per week in 2023-24. Management also recommends modest increases to administrative fees between 2023-24 to 2025-26.</p>

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<ul style="list-style-type: none"> <li>○ Hairstylist Learners Certificate increase from \$75 to \$100;</li> <li>○ Upgrading Evaluation increase from \$125 to \$150; and</li> <li>○ Document Replacement increase from \$75 to \$100;</li> <li>▪ Examinations (2025-26) <ul style="list-style-type: none"> <li>○ All exams (i.e. written and practical exams plus exam results reviews) increase from \$175 to \$200.</li> </ul> </li> </ul>	
<p><b>7. 2023-2026 Internal Audit Contract</b></p> <ul style="list-style-type: none"> <li>• The Audit &amp; Finance Committee discussed and approved the recommendation.</li> <li>• Brett Vandale spoke to the internal auditors proposal on pricing.</li> <li>• The pricing would be a maximum total of \$516,000 over three years.</li> <li>• This is \$20,000 lower than the current contract – a 5 % decrease.</li> <li>• There is also a decrease in the amount of work (25%).</li> <li>• There is a standard termination clause in the current agreement. 30 days notice is required and either side can terminate.</li> </ul>	<p><b>Motion #2022-2023-04-07</b></p> <p>There was consensus to approve the recommended proposal from KPMG.</p>
<p><b>8. SATCC Board Policies</b></p> <ul style="list-style-type: none"> <li>• On behalf of the Governance Committee, Dana Paidel reported that the Committee met on January 18, 2023.</li> </ul>	<p><b>Motion #2022-2023-04-08</b></p> <p>There was consensus to approve the proposed changes to the following Board of Directors policies:</p> <ul style="list-style-type: none"> <li>a) G8 Role of the Chief Executive Officer</li> <li>a) G8 Role of the Chief Executive Officer</li> <li>b) G11 Board/Staff Relationships</li> <li>c) G15 Nomination of Board Chairperson and Vice-Chairperson</li> <li>d) F4 Inventory, Accounting, Reporting and Management</li> </ul>
<p><b>Evan Jamieson joined the meeting at 10:45</b></p>	
<p><b>9. Appointment and Removal of Members to SATCC TBs, CEDBs and TEBS</b></p> <ul style="list-style-type: none"> <li>• On behalf of the Trade Board Appointments Committee, Evan Jamieson reported the committee met on January 16, 2023.</li> </ul>	<p><b>Motion #2022-2023-04-09</b></p> <p>There was consensus to approve the appointment and removal of members to the Saskatchewan Apprenticeship and Trade Certification (SATCC) Trade Boards (TBs), Trade Examining Boards (TEBs), or Curriculum and Examination Development Boards (CEDBs).</p>

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<p><b>10. Plumber Technical Training</b></p> <ul style="list-style-type: none"> <li>• Industry has expressed support for adding an additional week of training to both Level 3 and 4 of Plumber Technical Training in the Apprenticeship Program.</li> <li>• The added training will allow apprentices to expand their knowledge on two of the largest sections of the Plumber Red Seal Occupational Standard (RSOS) (Installs, Tests and Services Sewers, Sewage Treatment Systems and Drainage, Waste, and Vent (DWV) Systems, and Installs, Tests and Services Low Pressure Steam and Hydronic Heating and Cooling Systems).</li> <li>• The intention is to have this implemented for fall of 2023.</li> </ul>	<p><b>Motion #2022-2023-04-10</b></p> <p>There was consensus to approve the recommendation to increase the weeks of Plumber Technical Training for Level 3 and Level 4 from 7 weeks to 8 weeks.</p>
<p><b>Evan Jamieson left the meeting at 11:16</b></p>	
<p><b>Committee Reports</b></p>	
<p><b>11. Audit and Finance Committee</b></p> <ul style="list-style-type: none"> <li>• On behalf of the Audit and Finance Committee, Brett Vandale reported the committee met on January 27, 2023.</li> <li>• Shaun Augustin spoke on the Audit and Finance Committee items.</li> </ul> <p><b>a. 2022-23 Internal Audit Update</b></p> <ul style="list-style-type: none"> <li>• Internal Audit activities are either completed or underway for 9 of the 13 audit projects included in the 2022-23 plan. Since the last A&amp;F Committee meeting, we commenced 4 audits and issued no final reports.</li> </ul> <p><b>b. Pulse Check</b></p> <ul style="list-style-type: none"> <li>• The Pulse Check has a subset of all performance measures included in the business plan. The Board will use this dashboard reporting to frame its questions and discussion of performance with the CEO and management to be have a more strategic and high level focus in its meeting deliberations.</li> </ul>	<p><b>There was consensus to accept the report for information.</b></p>

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<p><b>c. Performance Management Measurement – Balanced Scorecard Reporting</b></p> <ul style="list-style-type: none"> <li>The ‘Balanced Scorecard at a Glance’ is used to summarize the SATCC performance measures on a regular basis for the Senior Management Team (SMT) and SATCC Board of Directors.</li> <li>SATCC is exceeding or achieving on 14 out of 34 measures (41.2% of the total) and progressing on eight (8) measures (23.5%). Four (4) measures are not being met (11.8% of the total) while eight (8) measures (23.5%) currently have a No Report status.</li> </ul> <p><b>d. YTD Budget to Actual</b></p> <ul style="list-style-type: none"> <li>The following is a summary of the Saskatchewan Apprenticeship and Trade Certification Commission’s (SATCC) revenues, expenditures and surplus/(deficit) for the six-month period ending December 31, 2022.</li> <li>The SATCC’s year-to-date (YTD) surplus is \$800K as at December 31, 2022. The actual YTD surplus is less than the budgeted surplus of \$983K budgeted in the first six months of 2022-23 by \$182K (-18.6%). The year-to-date surplus is primarily due to: <ul style="list-style-type: none"> <li>YTD revenues are higher than budget by \$261K (2.3%) mainly due to higher than anticipated Client Fees and higher interest earned; and</li> <li>YTD expenses are higher than budget by \$444K (4.2%) primarily due to Tiny Homes Program (THP) not budgeted offset by cost savings several expense items to date.</li> </ul> </li> </ul> <p><b>e. Training Schedule</b></p> <ul style="list-style-type: none"> <li><b>Aaron Laughlin is supportive of the system.</b></li> </ul>	

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<ul style="list-style-type: none"> <li>• The 2022-23 Budget assumed the SATCC will purchase 4,218 technical training seats. As of January 3rd, 364 seats have officially been added, 433 seats have officially been cancelled. No seats are forecasted to be added and 49 seats forecasted to be cancelled. The total forecasted seats to be purchased in 2022-23 is 4,100.</li> <li>• Tuition revenue is forecasted to decrease \$193K. Less tuition revenue is forecasted due to the lower fill rate (92.2% compared to the 95% target), forecast of cancelled seats and SYA waived tuition benefits applied to eligible Level 1 apprentices.</li> <li>• The Program Contractual Services expense line item is currently forecasted to be \$372K over budget in 2022-23. Direct training expenditures are forecasting under budget by \$167K.</li> <li>• The Tiny Home Project (THP) was carried over into 2022-23 leading to an unbudgeted expense of \$456K. All THP Projects are complete and all outstanding invoices have been paid.</li> <li>• The Indigenous Apprenticeship Initiatives (IAI) program funding is forecasted to be over budget \$121K. This will draw down the IAI designated asset. The Harmonization funding (spent on updating re-sequenced curriculum due to harmonization) is forecasted to be under budget by \$62K. Innovation funding, spent on developing new training/curriculum, is forecasted to be over budget by \$36K due to the addition of the Ochapowace Welder Pre-Employment Pilot Project.</li> </ul> <p><b>f. Financial Forecast</b></p> <ul style="list-style-type: none"> <li>• The SATCC is forecasting a deficit, after amortization, of \$1.995M in 2022-23 in comparison to the budgeted deficit of \$2.054M. This is a \$58K (-2.8%) decrease in the budgeted deficit.</li> </ul>	

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<ul style="list-style-type: none"> <li>Revenues are forecasted to be higher-than-budgeted by \$10K (0.04%).</li> <li>Expenses are forecast to be lower than budget by \$68K (-0.3%)</li> </ul>	
<p><b>12. Governance Committee</b></p> <ul style="list-style-type: none"> <li>On behalf of the Governance Committee, Dana Paidel reported the Committee met on January 30, 2023.</li> <li>An analysis of the Construction Electrician academic misconduct hearings was completed, in the context of the role of the Board of Directors, as a part of the regular policy review for the “Appeals to the ad hoc Appeals Committee”.</li> <li>Continue to utilize an ad hoc appeals panel from the Board of Directors, however, no longer brief the Board regarding any regulatory action being taken by the SATCC. This reduces, but may not eliminate, the potential of bias or, even more significantly, the perception of bias. This option does not resolve the concerns noted with administrative fairness that can occur during hearings similar to the academic misconduct hearings; or</li> <li>Allow the Board Chair, in consultation with SATCC management, to determine if an independent appeal tribunal be utilized when extenuating circumstances exist, such as potential reputational risk, potential time commitments needed, or potential of real or perceived bias. The SATCC should seek legal guidance on this option to determine whether legislative changes are necessary to allow the Board Chair to consider an independent appeal panel of non-board members and explore potential options for the management of hearings of this nature. Use of an independent panel should effectively eliminate all suggestions of bias or the perceptions of bias. Addressing the concerns with administrative fairness may also be managed more effectively, depending upon the solution found and the nature of the hearing(s).</li> <li>The Board consider having independent legal counsel, with experience working with tribunals, participate in all ad hoc appeal hearings to provide appropriate procedural guidance to the panel.</li> </ul>	<p><b>There was consensus to accept the report for information.</b></p>



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<p>This legal counsel will also provide insight into the potential of bias or perceived bias to aid in the effectiveness of the appeal process.</p> <ul style="list-style-type: none"> <li>Consider board training on the role of future panel members in appeal hearings, such as the important distinction in the standard of proof at such hearings versus a criminal matter.</li> </ul>	
<p><b>13. Human Resources Committee</b></p> <ul style="list-style-type: none"> <li>On behalf of the Human Resources Committee, Drew Tiefenbach reported that the Committee did not meet.</li> </ul>	<p><b>There was consensus to accept the report for information.</b></p>
<p><b>Evan Jamieson joined the meeting at 1:10</b></p>	
<p><b>14. Trade Board Appointments Committee</b></p> <ul style="list-style-type: none"> <li>Trade Board Minutes - The complete minutes of each of these meetings can be found in the Aprio Library</li> </ul>	<p><b>There was consensus to accept the report for information.</b></p>
<p><b>Evan Jamieson left the meeting at 1:20</b></p>	
<p><b>15. Committee Minutes</b></p> <ul style="list-style-type: none"> <li>Any committee minutes that have been approved are available in the Aprio library.</li> </ul>	<p><b>There was consensus to accept the report for information.</b></p>
<p><b>Information Items</b></p>	
<p><b>16. 2022 Employee Engagement Survey Results</b></p> <ul style="list-style-type: none"> <li>In the 2022 Employee Engagement Survey, <b>79 per cent</b> of employees agreed with the statement: "I find my work fulfilling and I look forward to coming to work each day."</li> <li>This achieves 99 per cent of the 80 per cent target laid out in the 2022-23 Business Plan. <ul style="list-style-type: none"> <li>The target will be marked as progressing on the 2022-23 Balanced Scorecard.</li> </ul> </li> <li>As in previous years, the top three reasons for agreement with this statement are:</li> </ul>	<p><b>There was consensus to accept the report for information.</b></p>

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<ul style="list-style-type: none"> <li>○ Employees find their jobs rewarding;</li> <li>○ Employees feel the work environment is supportive; and</li> <li>○ Employees enjoy their position or job in general.</li> </ul>	
<p><b>17. 2022-2023 SATCC Marketing/Communications Overviews</b></p> <ul style="list-style-type: none"> <li>• Every year, the SATCC develops and implements an annual communications and marketing plan. The 2022-23 Communications and Marketing Plan outlines the activities the branch aims to undertake in the 2022-23 fiscal year in support of the goals and objectives in the <a href="#">annual Business Plan</a>. The high-level plan lays out how the branch plans to promote apprenticeship to the SATCC's target audiences during the year. It is a living document that the branch reviews and revises as necessary throughout the year.</li> </ul>	<p><b>There was consensus to accept the report for information.</b></p>
<p><b>18. Apprenticeship Expansion</b></p> <ul style="list-style-type: none"> <li>• The Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) has been actively working on growing the apprenticeship sector in Saskatchewan.</li> <li>• The SATCC is exploring the potential expansion of the apprenticeship program beyond the traditional skilled trades and subtrades. This expansion can provide recognition of an occupation with a certification and allows learners to capitalize on benefits of experiential learning.</li> <li>• The SATCC established an application for the designation of an occupation and have added the application and information to the SATCC website.</li> </ul>	<p><b>There was consensus to accept the report for information.</b></p>
<p><b>19. Saskatoon Office Renewal</b></p> <ul style="list-style-type: none"> <li>• The SATCC will not be completing renovations to add a large regular sit exam room at the Saskatoon office location. The SATCC will be utilizing an existing office as a dedicated special sit examination room. After running a Request for Proposals (RFP) for the renovation project, it was learned the renovations required</li> </ul>	<p><b>There was consensus to accept the report for information.</b></p>

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<p>are not feasible within the current space or within the budgeted tenant lease improvements.</p> <ul style="list-style-type: none"> <li>• There will be minor modifications to accommodate all the current staff working out of the Saskatoon office, including designated cubicle space. The current Saskatoon boardroom will be repurposed with workstations for the Field Consultants. An additional workstation for the Saskatchewan Youth Apprenticeship (SYA) Program Consultant will be set up in the back of the office near the SYA Program Manager's future office. The warehouse area at the back of the Saskatoon office will be lightly renovated into an office boardroom that can be used by all staff and larger client meetings.</li> <li>• These changes are being made to ensure we have some in-house exam, assessment, and meeting space to better serve our clients, and to accommodate our entire staff complement in Saskatoon.</li> </ul>	
<p><b>20. Statistics Canada National Trends in New Registrations and Certifications.</b></p> <ul style="list-style-type: none"> <li>• On December 6, 2022, Statistics Canada released national and provincial figures for new registrations and certifications in 2021. Nationally, new registrations in apprenticeship programs increased 31 per cent and certifications were up by almost 34 percent. However, these figures remained below pre-pandemic levels, and as indicated in the 2021 Census of Population, this comes amid falling numbers of certified journeypersons in the working-age population in key trades.</li> <li>• Every province recorded growth in the number of new registrations and certifications year-over-year. Alberta reported the highest percentage increase in new registrations year-over-year (36.6%), followed by Ontario (32.7%) and Quebec (27.3%). Saskatchewan's year-over-year registrations increased by 24.7 per cent. The largest year-over-year percentage increases in certifications were recorded in Quebec (53.5%), Alberta (47.1%), and Ontario (23.3%). Saskatchewan's certifications increased year-over-year by 26.6% per cent.</li> </ul>	<p><b>There was consensus to accept the report for information.</b></p>

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<ul style="list-style-type: none"> <li>Women in the trades made significant gains in apprenticeship programs where they have been historically underrepresented. New registrations of female apprentices surpassed pre-pandemic levels in many construction-related trades, such as exterior finishing (56.5%), carpenters (29.8%), electricians (27.0%), interior finishing (25.8%), and refrigeration and air conditioning mechanics (25.0%).</li> </ul>	
<b>Recurrent Information Items</b>	
<b>21. Commission Operational Update</b> <ul style="list-style-type: none"> <li>This information is included, and Directors are encouraged to share it with their respective stakeholders.</li> </ul>	<b>There was consensus to accept the report for information.</b>
<b>22. Other Business</b> <ul style="list-style-type: none"> <li>There was no other business.</li> </ul>	
Jeff Ritter, Shaun Augustin, Chelsea Coupal, Nancy Porter, Danelle Reiss, Dave Peters, Remi Poitras, Mojtaba Mirhosseini and Sherry Morcom left the meeting at 2:05	
<b>23. In-Camera</b> <ul style="list-style-type: none"> <li>It was noted that the Strategic Planning was well received.</li> </ul>	
<b>24. Next Meeting</b> <ul style="list-style-type: none"> <li>April 5, 2023</li> </ul>	
<b>25. Adjournment</b>	The meeting adjourned at 2:30 pm

\_\_\_\_\_  
Commission/Committee Chairperson

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Commission/Committee Vice Chairperson

February 1, 2023